



## A Message from the Commandant of the Marine Corps

Marines are deployed around the globe engaged in the Long War. In the Middle East and austere locations world wide, Marines and Sailors are fighting a cunning and adaptive enemy in increasingly complex forms of warfare. The Marine Corps shoulders a critical portion of the Nation's war effort with tens of thousands of Marines serving in Iraq and many thousands more forward deployed. These young men and women serving in harm's way are doing a magnificent job and remain our number one priority. It is through their tremendous sacrifices and those of their fellow service men and women that we will ultimately prevail.

The operational tempo of the Long War has produced a strain on both our individual Marines and our institution as a whole. The current deployment cycle drives our singular focus on training for counterinsurgency operations. This focus is necessary given the combat environment we are fighting in; however, this sole focus and insufficient time for recovery and maintenance degrades our ability to respond when the Nation calls us for other missions—as she will. To fulfill our mandate to be “most ready when the Nation is least ready,” we must be a “two fisted” force that can fight both traditional and irregular warfare. This reality is the driving force behind our increase in end strength.

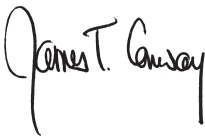
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The growth of personnel, units, and infrastructure will occur incrementally over the next few years and will require a significant investment both now and in the coming years.

Our equipment is experiencing unusually high usage in harsh combat environments which is rapidly degrading its readiness. Resetting these capabilities by restoring current assets balanced against fielding new and enhanced capabilities to deal with future aggressors is our challenge. Congressional support has enabled the Corps to make significant progress in this area, but much remains to be done.

This 2007 edition of *Concepts and Programs* outlines our strategy, operational concepts, and the major programs required to continue the Marine Corps' warfighting excellence and superiority in the 21st Century. This book also provides facts and figures on our people, organizations, and resources to foster a greater understanding of the Corps and the outstanding Americans who fill our ranks.

Semper Fidelis!

A handwritten signature in black ink, reading "James T. Conway". The signature is written in a cursive, flowing style with a large initial "J".

James T. Conway  
General, U.S. Marine Corps